

## CLAIMS:

1. (Currently amended) A method of simulation, said method comprising:
  - receiving, for at least one business transformation outsourcing service, spending inputs, process inputs, and information technology inputs;
  - based on said inputs, performing a spending simulation, a process simulation, and an information technology simulation;
  - computing net savings values, based on said simulations;
  - performing a value simulation, based on said net savings values; and
  - outputting at least one measure of economic value for said business transformation outsourcing service, wherein:
    - the spending simulation, process simulation, information technology simulation, and the value simulation have a plurality of periods of simulation,
    - the process simulation, based on the inputs, computes a number of transactions during each period of simulation, of the plurality of periods of simulation, and a process cost, based on a status of the particular period being under current conditions, transitional conditions, or during outsourcing conditions,
    - the information technology simulation simulates, based on the inputs, the tasks needed to design, build, implement, operate, and maintain new information technology to implement the outsourcing, and computes a transformation cost for each period of the simulation, of the plurality of periods of simulation, based on the status of the particular period being under current conditions, transitional conditions, or during outsourcing conditions,
    - an output of the spending simulation, the processing savings, and the information technology transformation costs are combined to identify the net savings values representing a transition from current conditions to outsourcing conditions,
    - the value simulation simulates, based on the net savings and business financial input information, effects of transitioning from current conditions to outsourcing conditions, on a financial position of the business, and

the at least one measure of economic value for the business transformation outsourcing service is calculated based on the effects of transitioning from current conditions to outsourcing conditions on the financial position of the business.

2. (Original) The method of claim 1, further comprising:  
outputting cost quantities and benefit quantities for a plurality of years.
3. (Previously presented) The method of claim 1, further comprising:  
performing one or more simulations selected from a group consisting of a simulation in research and development mode, a simulation in internal use mode, and a simulation in external use mode.
4. (Previously presented) The method of claim 1, wherein said at least one business transformation outsourcing service further comprises one or more business transformation outsourcing services, in any combination, selected from a group consisting of sourcing, procurement, and payables.
5. (Original) The method of claim 1, wherein said performing a spending simulation further comprises performing a spending simulation based on sub-commodity profiles.
6. (Original) The method of claim 1, further comprising making said net savings values at least partly dependent upon compliance with standard processes.
7. (Currently amended) A method of simulation, said method comprising:  
performing a spending simulation;  
performing a process simulation;  
performing an information technology simulation;  
performing a value simulation;  
providing interactions among said simulations; and

representing with said simulations the use by a client organization of one or more business transformation outsourcing services, in any combination, chosen from sourcing, procurement, and payables, wherein:

the spending simulation, process simulation, information technology simulation, and value simulation have a plurality of periods of simulation,

the process simulation computes a number of transactions during each period of simulation, of the plurality of periods of simulation, and a process cost, based on a status of the particular period being under current conditions, transitional conditions, or during outsourcing conditions,

the information technology simulation simulates the tasks needed to design, build, implement, operate, and maintain new information technology to implement the outsourcing, and computes a transformation cost for each period of the simulation, of the plurality of periods of simulation, based on the status of the particular period being under current conditions, transitional conditions, or during outsourcing conditions,

an output of the spending simulation, the processing savings, and the information technology transformation costs are combined to identify the net savings values representing a transition from current conditions to outsourcing conditions,

the value simulation simulates, based on the net savings and business financial input information, effects of transitioning from current conditions to outsourcing conditions, on a financial position of the business, and

the at least one measure of economic value for the business transformation outsourcing service is calculated based on the effects of transitioning from current conditions to outsourcing conditions on the financial position of the business.

8. (Original) The method of claim 7, further comprising:

receiving for said one or more business transformation outsourcing services spending inputs, process inputs, information technology inputs, and value inputs.

9. (Original) The method of claim 7, further comprising:  
outputting cost quantities and benefit quantities for a plurality of years.

10-21. (Canceled)